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PIC/D-87/59
28 April 1959

MEMORANDUM FOR THE RECORD

SUBJECT: Commendations of [redacted] Relative to
Briefings on JP-15-58

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1. [redacted] TCO/OCI, phoned to express his appreciation
of the depth and excellence of the general presentation, 22 April 1959.

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2. [redacted] DAD/OCR, phoned and expressed his and the
AD/OCR's appreciation, complimenting him on his professional ability
evident and the polish of the presentation, 28 April 1959.

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[redacted]
Deputy Director
Photographic Intelligence Center

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Dir/PIC: [redacted]

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Distribution:

O^gig & 3- MSD
2- AS
2- Dir/PIC

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**PROPOSAL FOR THE ESTABLISHMENT
OF AN
AUTOMATED TIME AND WORK REPORTING SYSTEM**

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MEMORANDUM FOR: Executive Officer, PIC

SUBJECT: Proposal for the Establishment of an Automated Time and Work Reporting System

1. Problem

To establish an automated time and work reporting system for the Photographic Intelligence Center which is accurate, economical and capable of providing detailed information as required.

2. Facts Bearing on the Problem

a. A monthly summation of PIC accomplishments and work progress is not produced by the Center.

b. A detailed, compatible work accounting system is not employed by PIC components.

c. The Center has not been able to provide accurate and reliable facts on accomplishments and work progress for important surveys.

d. Equipment and personnel are available at PIC to undertake an automated work accounting system.

3. Assumptions

a. Detailed information on PIC accomplishments and work effort will increase in importance as time goes on.

b. PIC should prepare monthly reports providing information on accomplishments, work progress and other items of interest.

c. The proposed work accounting system will provide a method whereby accurate facts on time expenditure and work effort could be assembled in almost any combination desired to meet the needs of PIC Divisions and the Office of the Director.

d. The proposed system will require a minimum expenditure of time by PIC personnel in its operation. This effort may be largely if not completely compensated for in a saving of time currently expended on methods now employed in accounting for work effort.

e. Cost of supplies which would be used by the automated work accounting system would be negligible.

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SUBJECT: Proposal for the Establishment of an Automated Time and Work Reporting System

4. Discussion

a. The study resulting in this proposal was begun because of the need for a simple, systematic, and uniform method of accounting for work effort by individuals and components in PIC for monthly reporting purposes. Since the establishment of PIC in August 1958 there has not been a monthly report for PIC as a whole. The type of monthly report produced by the Photographic Intelligence Division of ORR was not considered adequate for PIC reporting purposes.

b. Since the establishment of PIC and particularly within the past few months, the need for accurate and detailed information on PIC work effort has increased in importance. The Center has found it very difficult and often unable to provide accurate, essential information for surveys of considerable importance. The information that has been obtained is often based on questionable assumptions and data. The Center must be able to provide detailed, accurate and timely information for planning purposes of utmost importance to this Center and to the intelligence program.

c. The development of the work accounting system will provide PIC with the capability of examining the work effort performed on any project, for any military service, PIC component or by any individual. It would be possible to determine cost accounting for any work effort or activity reported in almost any combination desired over any period of time that the system is in effect.

d. The system is flexible and is capable of adjusting to changes in organization and activities by PIC or other components of the Intelligence Community.

e. The implementation of the work accounting system is expected to require minimum effort by PIC personnel. It will require only a few minutes each day for each PIC employee to fill out the work accounting IBM cards. It is estimated that it will require an IBM punch operator (GS-5) approximately 4 hours each working day to punch out the required cards. Several days each month will be required in programming and in tabulating the information desired. It is felt that this time will be largely compensated for in the effort spent on work reporting methods currently employed by PIC components. Many hours each month are presently spent by high grade PIC supervisory personnel in tabulating results of monthly time cards.

f. The information available by the automated work accounting system would be up to date. IBM cards for a day's work effort would be punched and entered into the system before the close of business on the following working day.

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5. Operation of the Automated Work Accounting System

a. The system requires that each individual account for his expenditure of time by the information placed on IBM cards turned in at the end of a working day. An IBM card will be filled out for each work category when the effort totals an hour or more time in a working day. It is estimated that each PIC employee will turn in an average of three IBM cards per working day. The information described below will be entered on the IBM cards.

(1) Badge Number. The identity of each reporting employee will be indicated on the IBM card by his PIC badge number.

(2) Reporting Component. It is planned to use IBM cards of different colors for each staff and for each branch within a division. The component number (obtained from the listing of Reporting Components (TAB A, APPENDIX A) will be preprinted on the card and a supply of cards will be supplied to each reporting component.

(3) Date. The date will be entered on the card by the reporting individual by day, month, year.

(4) Project Number. If a work effort is performed for an established project, the project number will be placed in the space provided on the IBM card. If the time is not devoted to a project, then the space will remain blank, and the work effort will represent non-project work.

(5) Requester. The number of the internal and/or external requester obtained from the list of requesting components (TAB A, APPENDIX B) will be entered on the card. Care must be taken to ensure that all work effort is charged against the appropriate requester, otherwise, the reporting component may find its work effort subject to question. Expenditure of time on non-project work should be kept to a minimum. Such a feature as this should ensure the completeness and accuracy of the reporting system.

(6) Work Categories. A comprehensive listing of work categories (TAB A, APPENDIX C) has been developed for this system. The expenditure of time by individuals will be charged against the appropriate work category by its number selected from the list. The work categories are arranged in such a manner that major grouping of work performance can be easily obtained through IBM recall.

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(7) **Time Expended.** Time expended on a work category will be totalled and reported on an IBM card at the end of the working day as regular, overtime, or compensatory time. A separate IBM card must be filled out for overtime and/or compensatory time which is in addition to regular time on any working day. Obviously, it is essential that the individual accounts for eight hours regular time on a working day. The Branch, Division, or Staff secretary can submit cards for individuals who are absent due to illness, leave or business.

b. All IBM cards will be turned in to the designated Staff or Division employee at the end of a working day. The Staff or Division designee must ensure that cards for all individuals in their component are in and ready for pickup and delivery to the IBM punch operator at the beginning of the next working day. The IBM punch operator will then punch, verify and enter the IBM cards into the work accounting system.

c. The information desired from the system is available at any time through an automated recall system. It is expected that certain information with respect to workload distribution by components, requester, project and non-project effort would be obtained on a routine basis for periodic reporting purposes as illustrated by TAB B. A wide range of information could be obtained from the system when desired. For example, it would be possible to determine exactly how much time was spent on any project by PIC personnel and because the individual and his hourly pay is known, the time cost could be determined.

6. Conclusion

a. The automated work accounting system as proposed in this study has tremendous potential for information of great importance to the smooth and efficient operation of the Center.

b. The system can readily provide accurate information required for planning purposes.

c. The system will require no additional equipment or personnel. Costs of supplies will be negligible.

7. Recommendations

a. That the proposed automated work accounting system be established for the Photographic Intelligence Center.

b. That the PIC Regulation and Procedural Manual for the Automated Time and Work Reporting System be that given in TAB A and TAB C respectively.

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